







## Department Description

The Airports Division is responsible for operating two general aviation airports, Montgomery Field and Brown Field, within the City of San Diego. General Aviation includes all aviation activities except scheduled airline and military. The City's two airports generate over half of the San Diego region's total annual civilian flight operations and about one third of the combined civil and military flight operations. Aviation lessees on the airports include Fixed Base Operators (FBO's) that sell fuel and provide airplane and helicopter maintenance and storage facilities, flight schools, San Diego Fire/Rescue helicopter operations, San Diego Police Air Support Unit, and 105 individual aircraft owners. The majority of airports' revenues are derived from non-aviation lessees that include a hotel, business park, restaurants, City fire station, City field engineering, U.S. Border Patrol, office space tenants and other individual lessees. City staff has the responsibility of maintaining the airports in conformance with Federal Aviation Administration (FAA) regulations and guidelines and administering the various revenue-producing leases.

The Division's mission is:

*To operate, maintain, and develop Montgomery and Brown Field Airports to meet the general aviation needs of the San Diego region in a safe, efficient, economically self-sufficient, environmentally sensitive, and professional manner in accordance with federal, state, and local regulations. The airports will provide access to the National Air Transportation System, while respecting the concerns of the community and stakeholders.*

## Goals and Objectives

The following goals and objectives represent the action plan for the Division.

***Goal 1: Develop the City airports to be financially self-sufficient, maximize aviation uses, create economic activity, and meet the general aviation needs of the region***

It is the goal of the Airports Division as an enterprise fund, to have sufficient revenues to operate independently of the City's General Fund. Federal regulations require the airport operator to keep airport revenues separate from non-airport funds and return its revenues to the maintenance and upkeep of the airport. By creating economic activity and maximizing aviation uses, the Division can generate the revenues necessary to meet the aviation needs of the region and remain self-sufficient. The Division will move toward accomplishing this goal by focusing on the following objectives.

# Airports

- Maintain the Airports as a self-sufficient, economically-viable enterprise
- Provide for the needs of general aviation and provide conditions for viable aviation businesses
- Provide a facility that offers necessary services to support airport business, local area business, and visitors at reasonable prices

## ***Goal 2: Ensure City Airports are operated safely and efficiently, and that airport facilities are constructed and maintained in accordance with applicable rules and regulations***

It is necessary to maintain the airport runways, taxiways, lighting, navigational aids, obstruction clearances, and other airport components in good condition to maintain the level of safety required by federal regulations. Maintaining a minimum level of safety is a requirement of eligibility for federal grants. The Division will move toward accomplishing this goal by focusing on the following objective.

- Maintain the Airports as safe and reliable components of the Regional and National Air Transportation Systems in conformance with all applicable federal, state, and local regulations

## ***Goal 3: Provide highly trained professional staff to promote a climate of trust and foster positive relationships with tenants, users, business interests, the community and regulatory agencies***

Key airport staff members need to interact on a daily basis with FAA, CALTRANS Division of Aeronautics, airport users, tenants and members of the community. It is necessary that staff have a working knowledge of and proficiency in the application of federal regulations so they can be viewed as knowledgeable professionals in their field. A close and cooperative relationship with the Airports Advisory Committee involves airport users and the nearby communities in the operation of the airport and enhances dialogue among the different stakeholders. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Involve the Airports Advisory Committee, users, citizens, and other beneficiaries in the operation, utilization and development of the Airports
- Recruit and retain experienced professionals versed in airport management and provide training to maintain readiness

## ***Goal 4: Be responsive to citizen complaints and encourage pilots to practice good neighbor policy***

A dedicated Noise Abatement Officer responds to citizen complaints, enforces airport noise rules established by the City Council, provides noise abatement information to pilots, and participates in local planning group meetings. This effort has been shown to reduce community opposition to airport operations. The Division will move toward accomplishing this goal by focusing on the following objective.

- Minimize the negative impacts of the Airports' operations

# Service Efforts and Accomplishments

The Airports Division had a number of accomplishments and successes in Fiscal Year 2008.

- **Support for the Harris and Witch Creek Fires:** Brown Field accommodated and supported ultra-large helicopters that flew over 150 fire-fighting sorties to extinguish the Harris fire. At Montgomery Field, accommodated and supported 1300 National Guard personnel, equipment and helicopters, who assisted the City by providing security in neighborhoods affected by the fires.
- **Brown Field RFQ/RFP Development Project:** Conducted a Request for Qualifications and a Request for Proposals, estimated to have a value of \$100-\$700 million in capital improvements alone. The Brown Field development is expected to act as a catalyst for economic development and job creation in the Otay community.
- **Increased Revenues:** Airports Division gross revenues increased from \$3.5 million to \$4.2 million, an increase of over 20%.
- **Capital Improvements:** \$1.8 million worth of airport projects completed to enhance airport safety.
- **Integrity:** Re-established the integrity and trust of the Airports Division with surrounding communities, airport users, the FAA, employees, and the press.

## Budget Dollars at Work: Performance Expectations

**Goal 1: Develop the City airports to be financially self-sufficient, maximize aviation uses, create economic activity, and meet the general aviation needs of the region**

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of projects funded by federal grants	86%	100%	100%
2. Ratio of non-aviation revenue to total revenue expressed as a percent	67%	67%	67%
3. Percent deviation between cost of services at City Airports and other similar regional airports	10%	10%	10%
4. Number of tie-downs and hangars provided for storage (City-operated)	154	154	154

**Goal 2: Ensure City airports are operated safely and efficiently, and that airport facilities are constructed and maintained in accordance with applicable rules and regulations**

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of contracts in accordance with applicable advisory circulars	100%	100%	100%
2. Percent adherence to FAA grant requirements	100%	100%	100%
3. Number of discrepancies found during the annual Caltrans Division of Aeronautics inspection	0	0	0
4. Number of days/year airports are closed or otherwise unavailable to serve as part of the Regional and National Air Transportation System	0	0	0

**Goal 3: Provide highly-trained professional staff to promote a climate of trust and foster positive relationships with tenants, users, business interests, the community and regulatory agencies**

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Average number of hours of training per employee	12 hours	12 hours	12 hours

**Goal 4: Be responsive to citizen complaints and encourage pilots to practice good neighbor policy**

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent response to noise complaints received	100%	100%	100%
2. Average number of working days to respond to a noise complaint	2	2	2
3. Number of Notices of Violations issued in response to noise violations	Less than 1 per violation (95%)	Less than 1 per violation (95%)	1 per violation (100%)

## Budget Dollars at Work: Sizing and Workload Data

	FY2005	FY2006	FY2007	Estimated FY2008	Target FY2009
<b>Sizing Data</b>					
Aircraft Operations (take-offs and landings), Montgomery Field	235,962	238,960	225,818	225,000	230,000

# Airports

	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Estimated FY2008</b>	<b>Target FY2009</b>
Aircraft Operations (take-offs and landings), Brown Field	102,810	133,696	134,404	145,000	150,000

## Department Summary

Airports				
	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED	FY 2008-2009 CHANGE
Positions	19.50	19.50	19.00	(0.50)
Personnel Expense	\$ 1,381,215	\$ 1,641,048	\$ 1,585,493	\$ (55,555)
Non-Personnel Expense	\$ 1,758,817	\$ 3,023,256	\$ 4,008,249	\$ 984,993
TOTAL	\$ 3,140,032	\$ 4,664,304	\$ 5,593,742	\$ 929,438

## Department Staffing

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>CITY AIRPORT FUND</b>			
<b>Airports</b>			
Airport Management	4.50	4.50	5.00
Brown Field	7.50	7.50	6.50
Montgomery Field	6.50	6.50	6.50
Noise Abatement	1.00	1.00	1.00
<b>Total</b>	<b>19.50</b>	<b>19.50</b>	<b>19.00</b>

## Department Expenditures

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>CITY AIRPORT FUND</b>			
<b>Airports</b>			
Airport Management	\$ 590,141	\$ 833,078	\$ 778,109
Airports	\$ (184,778)	\$ 27,594	\$ (28,517)
Brown Field	\$ 1,345,767	\$ 1,856,964	\$ 3,068,970
Montgomery Field	\$ 1,295,202	\$ 1,848,088	\$ 1,676,603
Noise Abatement	\$ 93,700	\$ 98,580	\$ 98,577
<b>Total</b>	<b>\$ 3,140,032</b>	<b>\$ 4,664,304</b>	<b>\$ 5,593,742</b>

# Airports

## Significant Budget Adjustments

### CITY AIRPORT FUND

Airports	Positions	Cost	Revenue
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2008 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.	0.00 \$	30,180 \$	0
<b>Capital Improvement Projects (CIP) Allocation</b> Adjustment to reflect the increase in annual allocation for Capital Improvement Projects.	0.00 \$	984,947 \$	0
<b>Non-Discretionary</b> Adjustments to expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	28,921 \$	0
<b>Funding for the Enterprise Resources Planning (ERP) System</b> This System will integrate all data and processes of the City's core functions into a unified data system. The ERP will replace independent applications the City has in place that will eliminate the need for external interfaces, provide a range of standardization, reduce maintenance, and allow for greater reporting capabilities.	0.00 \$	4,162 \$	0
<b>Support for Training</b> Increase in funding for airport-rescue fire fighting training.	0.00 \$	3,000 \$	0
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2009 revenue projections.	0.00 \$	0 \$	(317,740)
<b>One Time Expenditure Removal</b> Continued funding in Fiscal Year 2009 is no longer necessary to replace conference room chairs as they were replaced in Fiscal Year 2008.	0.00 \$	(2,000) \$	0
<b>Contractual Services Adjustment</b> Adjustment to Service Level Agreements (SLA) with the City Attorney's Office, the City Comptroller's Office, and Real Estate Assets Department.	0.00 \$	(6,061) \$	0
<b>Support for Information Technology</b> Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00 \$	(7,976) \$	0
<b>Ventilation Maintenance</b> Reduction in ventilation maintenance services.	0.00 \$	(20,000) \$	0



## Significant Budget Adjustments

### CITY AIRPORT FUND

Airports	Positions	Cost	Revenue
<b>Vacancy Savings</b>	0.00 \$	(35,472) \$	0
Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2009 due to personnel transition and salary differentials for new employees.			
<b>Non-General Fund Reductions</b>	(0.50) \$	(50,263) \$	0
Reductions to vacant positions and associated non-personnel expenditures.			

## Expenditures by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>PERSONNEL</b>			
Salaries & Wages	\$ 906,345	\$ 1,051,500	\$ <b>1,017,664</b>
Fringe Benefits	\$ 474,870	\$ 589,548	\$ <b>567,829</b>
<b>SUBTOTAL PERSONNEL</b>	\$ 1,381,215	\$ 1,641,048	\$ <b>1,585,493</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 1,456,458	\$ 2,686,451	\$ <b>3,686,040</b>
Information Technology	\$ 83,673	\$ 98,902	\$ <b>84,233</b>
Energy/Utilities	\$ 200,827	\$ 218,044	\$ <b>220,117</b>
Equipment Outlay	\$ 17,859	\$ 19,859	\$ <b>17,859</b>
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 1,758,817	\$ 3,023,256	\$ <b>4,008,249</b>
<b>TOTAL</b>	\$ 3,140,032	\$ 4,664,304	\$ <b>5,593,742</b>

## Salary Schedule

### CITY AIRPORT FUND

#### Airports

Class	Position Title	FY 2008 Positions	FY 2009 Positions	Salary	Total
1105	Administrative Aide I	1.00	<b>1.00</b>	\$ 43,820	\$ 43,820
1116	Noise Abatement Officer	1.00	<b>1.00</b>	\$ 65,240	\$ 65,240
1117	Airport Operations Assistant	4.00	<b>4.00</b>	\$ 41,250	\$ 165,000
1118	Airport Manager	2.00	<b>2.00</b>	\$ 59,035	\$ 118,070
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$ 64,335	\$ 64,335
1348	Info Systems Analyst II	0.50	<b>0.00</b>	\$ -	\$ -
1439	Equipment Operator I	1.00	<b>1.00</b>	\$ 44,950	\$ 44,950
1535	Clerical Assistant II	1.00	<b>0.00</b>	\$ -	\$ -
1746	Word Processing Operator	0.00	<b>1.00</b>	\$ 37,689	\$ 37,689
1756	Property Agent	1.00	<b>1.00</b>	\$ 71,230	\$ 71,230
1808	Sr Airport Operations Asst	2.00	<b>2.00</b>	\$ 45,952	\$ 91,904

# Airports

## Salary Schedule

### CITY AIRPORT FUND

#### Airports

<i>Class</i>	<i>Position Title</i>	<i>FY 2008 Positions</i>	<i>FY 2009 Positions</i>	<i>Salary</i>		<i>Total</i>
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$	43,313	\$ 43,313
1929	Supv Property Agent	1.00	<b>1.00</b>	\$	79,594	\$ 79,594
1979	Utility Worker II	2.00	<b>2.00</b>	\$	39,500	\$ 79,000
2214	Deputy Director	1.00	<b>1.00</b>	\$	114,999	\$ 114,999
	Vacancy Savings	0.00	<b>0.00</b>	\$	-	\$ (30,574)
	Ex Perf Pay-Classified	0.00	<b>0.00</b>	\$	-	\$ 2,714
	Overtime Budgeted	0.00	<b>0.00</b>	\$	-	\$ 26,380
	<b>Total</b>	19.50	<b>19.00</b>		<b>\$</b>	<b>1,017,664</b>
<b>AIRPORTS TOTAL</b>		19.50	<b>19.00</b>		<b>\$</b>	<b>1,017,664</b>

## Revenue and Expense Statement (Non-General Fund)

### CITY AIRPORT FUND 41100

	FY 2007* BUDGET	FY 2008* BUDGET	FY 2009* PROPOSED
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year (8705, 8950, 8961, & 8150)	\$ 3,810,268	\$ 3,771,431	\$ 3,975,085
Prior Encumbrances (8712)	\$ 100,000	\$ 100,000	\$ 100,000
Prior Year Continuing Appropriations (8700)	\$ 1,541,859	\$ 1,541,859	\$ 1,541,859
Prior Year Continuing Appropriations, Encumbered (8713)	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Reserve for Federal Aviation Administration (895044)	\$ 850,000	\$ 850,000	\$ 850,000
<b>TOTAL BALANCE</b>	<b>\$ 7,402,127</b>	<b>\$ 7,363,290</b>	<b>\$ 7,566,944</b>
<b>REVENUE</b>			
Aircraft Fuel Fees (77142, 77143)	\$ 246,920	\$ 261,240	\$ 261,240
Aviation Leases (75510, 75520)	\$ 1,033,195	\$ 1,236,139	\$ 1,168,399
Commercial Landing Fees (77140, 77141)	\$ 79,000	\$ 79,000	\$ 79,000
Commercial Leases (75511, 75521, 75530)	\$ 2,021,934	\$ 2,532,791	\$ 2,282,791
Fund Interest (75111)	\$ 150,000	\$ 165,000	\$ 165,000
Leases - To Other City Departments (75704, 75707, 75708)	\$ 310,968	\$ 332,528	\$ 332,528
Miscellaneous Revenue (75212, 75689, 77148, 77149, 77153, 77438)	\$ 29,958	\$ 32,040	\$ 32,040
Parking Fees (77145-77147, 77150-77152)	\$ 229,220	\$ 229,220	\$ 229,220
<b>TOTAL REVENUE</b>	<b>\$ 4,101,195</b>	<b>\$ 4,867,958</b>	<b>\$ 4,550,218</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 11,503,322</b>	<b>\$ 12,231,248</b>	<b>\$ 12,117,162</b>
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>			
Capital Improvements Program - Annual Allocation	\$ 1,000,000	\$ 1,800,000	\$ 2,400,000
<b>TOTAL CIP EXPENSE</b>	<b>\$ 1,000,000</b>	<b>\$ 1,800,000</b>	<b>\$ 2,400,000</b>
<b>OPERATING EXPENSE</b>			
Non-Personnel Expense	\$ 1,381,215	\$ 1,223,256	\$ 1,608,249
Personnel Expense	\$ 1,758,817	\$ 1,641,048	\$ 1,585,493
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 3,140,032</b>	<b>\$ 2,864,304</b>	<b>\$ 3,193,742</b>
<b>TOTAL EXPENSE</b>	<b>\$ 4,140,032</b>	<b>\$ 4,664,304</b>	<b>\$ 5,593,742</b>
<b>RESERVE</b>			
Continuing Appropriations Encumbered	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Reserve for Continuing Appropriations - CIP	\$ 1,541,859	\$ 1,541,859	\$ 1,541,859
Reserve for Encumbrances	\$ 100,000	\$ 100,000	\$ 100,000

# Airports

## Revenue and Expense Statement (Non-General Fund)

CITY AIRPORT FUND 41100

	FY 2007* BUDGET	FY 2008* BUDGET	FY 2009* PROPOSED
<b>RESERVE</b>			
Reserve for Federal Aviation Administration	\$ 850,000	\$ 850,000	\$ 850,000
<b>TOTAL RESERVE</b>	\$ 3,591,859	\$ 3,591,859	\$ 3,591,859
<b>TOTAL RESERVE</b>	\$ 3,591,859	\$ 3,591,859	\$ 3,591,859
<b>BALANCE</b>	\$ 3,771,431	\$ 3,975,085	\$ 2,931,561
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	\$ 11,503,322	\$ 12,231,248	\$ 12,117,162

\* At the time of publication audited financial statements for Fiscal Year 2007 were not available. Therefore, the Fiscal Years 2007 and 2008 columns reflect final budget amounts from the Fiscal Year 2007 and 2008 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.